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It's a **Mess!** Placing Disorganization on the Map

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Introducing Disorganisation

Disorder = Disorganisation = Mess



Current Definitions

“Disorderly accumulation of varied entities in hierarchically ordered complex human structures”

(Abrahamson, 2002)

Natural Disorganization

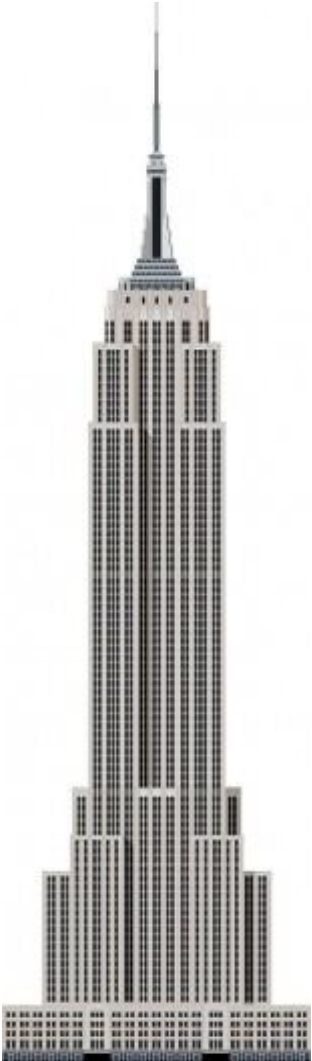
Disorderly Accumulation	Varied Entities	Hierarchically Ordered	Complex Human Structure
Unplanned and unintended aggregation	People, Relationships, Physical entities (tables, chairs, etc.), problems, solutions, opportunities	Organisations with defined chain of command where each level is responsible for a certain set of tasks	Organisations are complex human systems

Table 1: *Defining the Terms based on (Abrahamson, 2002; Abrahamson and Freedman, 2006)*

Why ?

Disorganisation

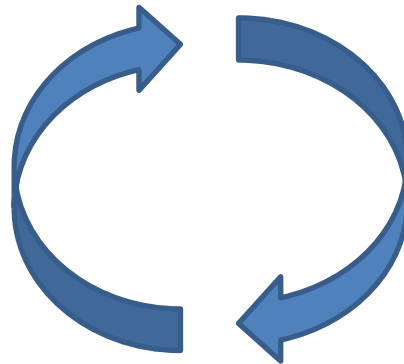
- Applies to every hierarchical level of the organisation
- Happens at every reference point of the organisation i.e. individual, team, departmental, organisational
- Like it or not, this is an unavoidable phenomenon
- Benefits of disorganization



1960 - 1970

- Merton (1968) and Crozier (1969) Theory of Blockage (Why Disorder is needed)

Increasing Order



Decreasing Motivation
& Increasing Apathy

1980 – Present

- The **Logic** of Disorganisation (Warglien and Masuch, 1996)
- Theory of Disorder (Abrahamson, 2002)
 - **Types** of Disorders
 - To Organise Mess
 - Organise Mess
 - Discard Mess
- **Benefits** of Disorder (Abrahamson and Freedman, 2007)
 - Comparison with order
 - Cost benefit analysis idea
- Garbage Can Buck (Fioretti and Lomi, 2008)
 - ABM of the Garbage can **model** (March and Olsen 1972)

Research Gaps

- A theoretical **clarification** of the current definitions is needed
 - Characteristics
 - Causes
 - Consequences
- Are the proposed benefits real ?
 - March & Olsen (1972), Mauglien (1995), Abrahamson (2002), Freedman (2007)
 - If true, can we optimise the “disorganisation” to achieve favourable outcomes for the organisation
- Measure disorganisation
 - Can we objectively measure the effects of “disorganisation in an organisation” ?

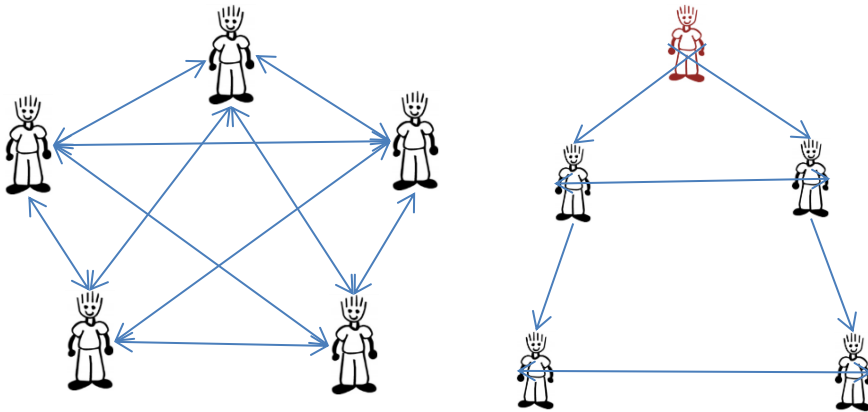


Conceptual Development

Structural Disorganization

Topology of the team

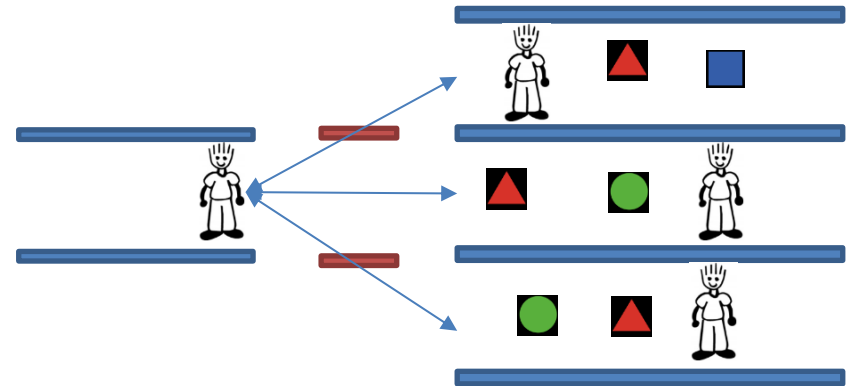
How the team is structured




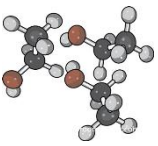

Functional Disorganization

Rules of Interaction

How the members of the team interact with each other and the environment



Disorganization Snapshot

Disorganization	Causes	Characteristics	Observed Effects
	Process		State
Unintentional			
Natural 	Random accumulation of physical and nonphysical entities over time	Unpredictable, inconsistent (accumulation frequency varies randomly), hard to manage, hard to re-organize	All effects are inconsistent and unpredictable and could lead to negative (confusion) as well as positive effects (innovative solutions).
Intentional			
Structural 	Deliberate relaxation of hierarchy and rules of command. Organic communication.	Predictable, clear step by step proves of dismantling hierarchy and lines of command, easy to re-organize, manageable	Increased productivity, increased efficiency, increasing autonomy, higher levels of motivation.
Functional 	Deliberate relaxation of rules imposed on individuals and teams when seeking resources	Predictable, rules can be relaxed and re-organized with relative ease, manageable	Increased productivity, increased efficiency, increasing autonomy, higher levels of motivation.



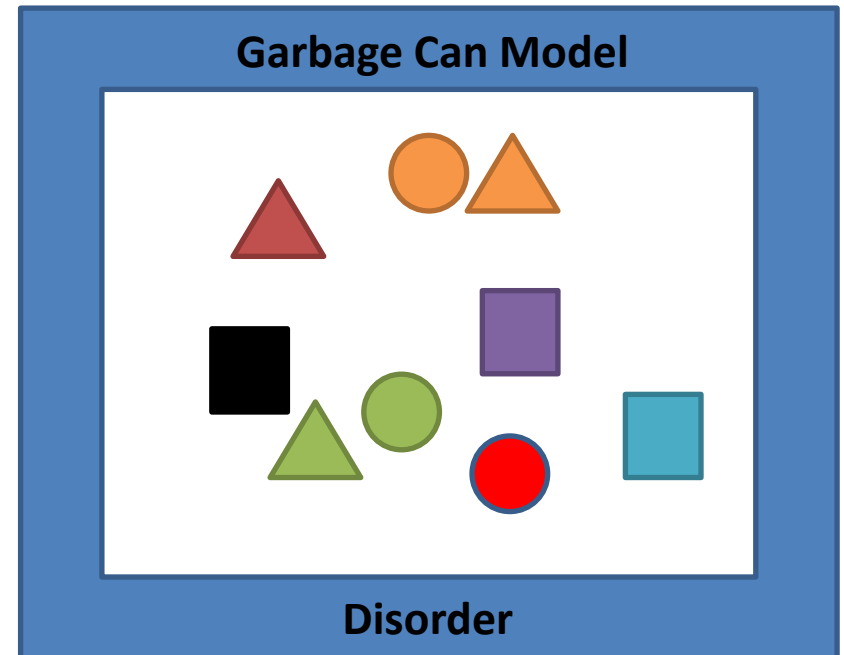
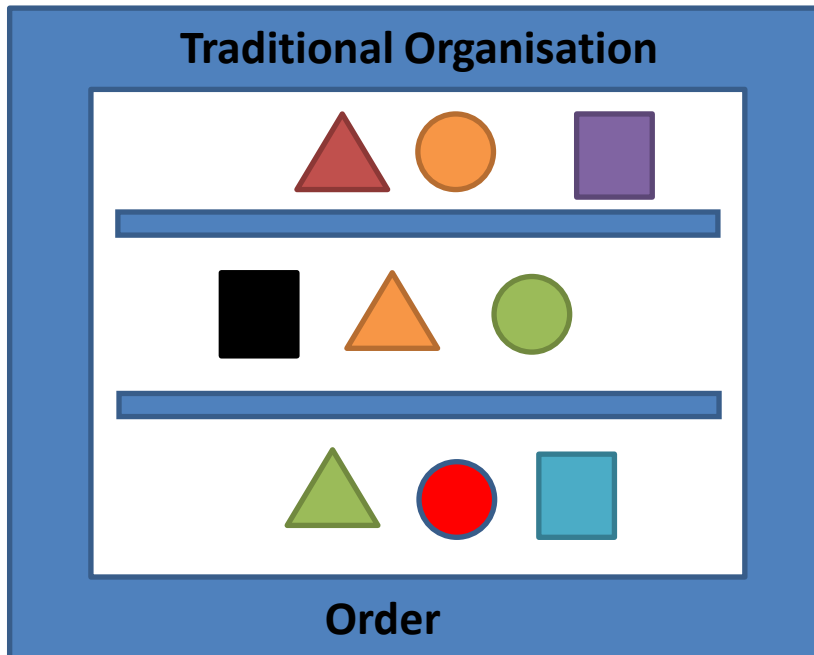
Thank You!

Q & A



Timeline of The Concept

- Discussed in 1971 by Cohen, March and Olsen
 - Garbage Can Model
 - Very well established theory

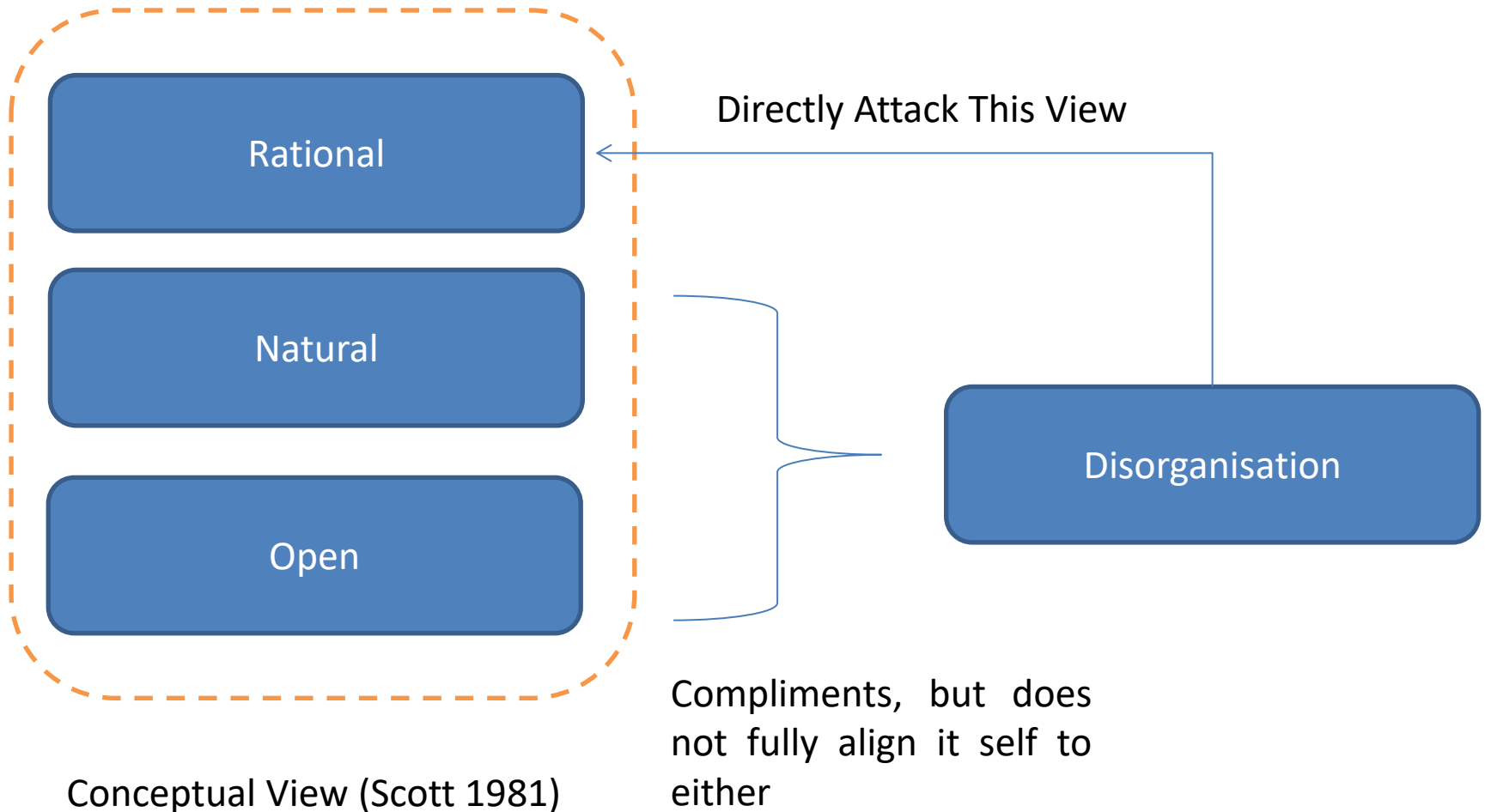


Benefits of Disorder

- Open to Innovation (Juxtaposing things)
 - Recombination and Mixture
- Involves more stakeholders in decision making
- Saves money in some situations (Cost v benefit)
- Rapid solution development

(Warglien and Masuch, 1996, Abrahamson, 2002;
Abrahamson and Freedman, 2007)

Theoretical Basis for PhD



Back up Slides

- Real world example - [Oticon](#)

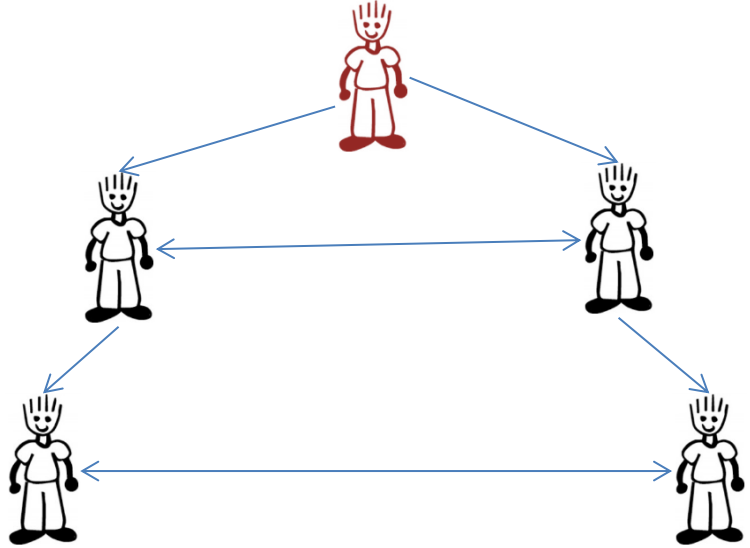
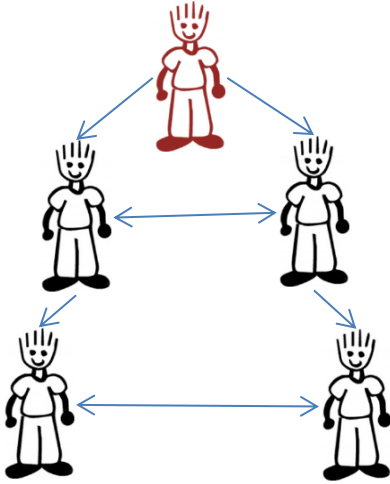
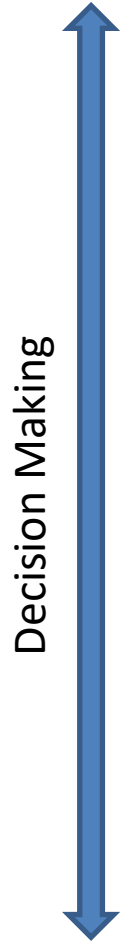


Amagasaki Rail Crash, Japan 2005

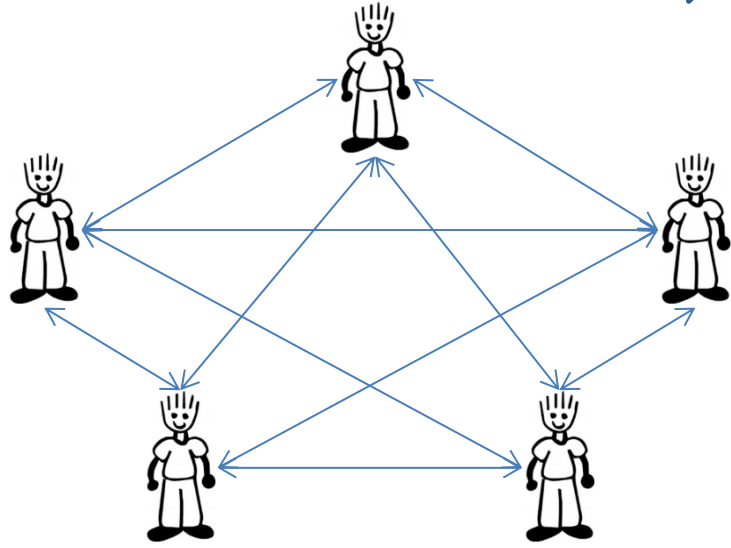
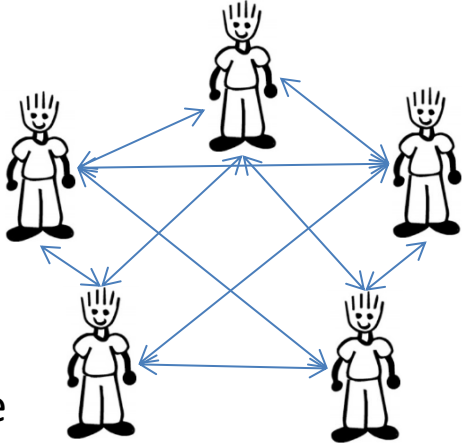
NTSB Found JR West's increased formalisation was a key contributor (Chikudate, 2009)

The Model – Structural

Top Down



Collective



Empirical Study – WERS 2011

- **Cross Sectional Data set from the British Work and Employee Relations Survey**
 - **Management Survey (Firm Level)**
 - **Financial Performance Survey (Firm Level)**
 - **550 Organization**
- I want to find out if increased autonomy (How) and employee work discretion (What) has a correlation with better organizational performance

